

State of  
**South Carolina**  
**Workforce Plan**  
**Addendum**



**April 1, 2003**



**South Carolina Budget and Control Board**  
**Office of Human Resources**

# South Carolina State Government Profile

7/1/2002

**Total Number of FTEs:** 73,394.76

**Classified:** 55,115.43

**Total Number of Filled FTEs:** 63,068.07

**Unclassified:** 7,952.64

**State** 35,403.90  
**Federal** 6,592.36  
**Other** 21,071.81

**Total Number of Employees:** 64,837

**Unclassified:** 9,489

**Average Payrate:** \$59,212

**Classified:** 55,348

**Average Payrate:** \$31,191

**State Dollars** \$1,344,793,811  
**Federal Dollars** \$236,571,023  
**Other Dollars** \$706,885,127  
**Total Payroll:** \$2,288,226,382

## Classified Employees

	White	Black	Hispanic	Asian	Other	Male	Female
<b>Number of Employees:</b>	34,351	20,570	257	308	162	22,485	32,863
<b>% of Total:</b>	61.52%	37.16%	0.46%	0.55%	0.29%	40.62%	59.37%
<b>Average Payrate:</b>	\$33,884	\$26,159	\$29,633	\$37,317	\$31,498	\$33,832	\$29,071

**Average State Service:** 11 years

**Average Band:** 04

**Average Age:** 44

**Average Ed. Level:** 14

### Fringe Benefits Package State Cash Contributions

**Social Security:** 7.65% to \$80,400

**Retirement:**

**SCRS:** 7.55% of Total Salary

**PORS:** 10.30% of Total Salary

**Health, Life, LTD, and Dental**

**Single:** \$2,521.44

**Full Family:** \$5,244.96 per year

**Total Salary Cash/Non-Cash**  
**Values Based Upon Avg. Sal.**

**Fringe as % of \$31,191:** 48.2%

### Largest Agns by Filled FTEs

1. Corrections	5882.75
2. DMH	5217.25
3. DOT	4951.38
4. USC	4876.35
5. DHEC	4751.70
6. DSS	4189.54
7. TECH	3786.16
8. Clemson	3559.59
9. DDSN	2651.30
10. DPS	2622.86

### State Gov't by Function

Education	34.34%
Health	21.94%
Correctional & DPS	17.16%
Social	7.28%
Transportation	7.85%
Regulatory	4.11%
Public Safety	4.16%
Conservation	3.41%
Executive	3.92%
Commerce	0.22%

**Cost of Each 1% Increase in Salary**  
**(Including Fringe):**  
**\$18.48 million**

## **2002 WORKFORCE PLANNING SURVEY RESULTS**

## **South Carolina State Government Workforce Issues**

The strategic direction for South Carolina must adjust to the changing dynamics of the State's citizenry and the subsequent impact on the public's needs and expectations of government services and how they are delivered. Meeting these needs and expectations will impact the strategic planning, management, and development of the state government workforce.

In an effort to collect pertinent workforce planning information from the agencies of State government, the Budget and Control Board's Office of Human Resources asked each of the state's agencies for information about current and future workforce needs. Agency Workforce Planning Surveys were distributed to the agencies to collect information for individual fiscal years in 1998-99, 1999-00, 2001-02, and 2001-02.

The data collected from the 1998-99 survey assisted in the initial identification of issues that required additional clarification or specification. As a result the 1999-2000 survey was more reflective of the broader spectrum of issues that require attention in workforce planning. The responses to the 2000-01 survey began our measure of trend analysis for the current and subsequent set of survey questions.

The following is a summary of the collected information from the most recent survey with comparisons and trends noted where applicable.

### **Survey Summary**

#### **A. How significant are the following issues to your agency when recruiting qualified candidates for positions?**

In FY 01-02, 37 of 40 agency representatives reported that the compensation their agency was willing to offer is a significant or very significant recruiting issue. This 92% figure compares with 91% in FY 00-01, and 94% in FY 99-00. In FY 01-02, 85% of agencies cited limited personal services funds as a significant or very significant problem, compared with 91% of responding agencies in FY 00-01 and 82% in FY 99-00. Fiscal limitations, both external and internal, continue to be a major hindrance to the recruiting process for agencies.

The competitiveness of pay ranges for positions and the lack of established career growth opportunities within an agency remain a concern for 76% of responding agencies.

#### **B. How significant are the following factors to your agency when you attempt to retain good employees?**

Eighty-nine percent (89%) of agencies reporting in FY 00-01 responded that limited personal services funds had a negative impact on the retention of good employees. This percentage is slightly lower than the 91% experiencing this problem in FY 00-01, but still higher than the 79% experiencing this problem in FY 99-00.

The compensation that agencies are willing to pay good employees is once again reported as the most significant factor affecting retention. The competitiveness of the salary ranges and lack of established career growth opportunities also were cited by a significant number of respondents all four survey years.

The importance of work environment received significant attention in all four survey years. In the FY 99-00 survey, an unpleasant work environment was ranked as the third most important retention factor; in fiscal year 00-02, 33 out of 48 (68%) responses to this question indicated that the work environment had a somewhat significant or very significant influence on retention of good employees. For fiscal year 01-02, the reported figure has increased to 71%.

**C. Please indicate how often those selected for jobs in your agency lacked the following preferred qualifications.**

The percentage of new hires that lack preferred qualifications presented a mixed picture this year. While last year's trend showed an overall decline in the numbers, this year's data reflects that more candidates are lacking preferred educational and management or supervisory skills requirements than has been reported in previous years. The reasons for this are unclear; it may be that the more experienced and educated applicants are more reluctant to leave present jobs for new positions due to the instability of the overall employment picture.

<b>Preferred Qualification Lacking at Least Somewhat Frequently</b>	<b>FY 98-99 percentage</b>	<b>FY 99-00 percentage</b>	<b>FY 00-01 percentage</b>	<b>FY 01-02 percentage</b>
Job content experience	43%	20%	19%	15%
Necessary educational requirements	37%	10%	6%	7%
Computer skills	11%	18%	17%	7%
Management or supervisory skills		24%	21%	26%

**D. To what degree has your agency experienced critical shortages in the following occupational code categories during FY 00-01?**

Over 97% of responding agencies cited use of the occupational code categories of Administrative Services (AA00), Fiscal Services (AD00), Human Resources (AG00), Administrative/Program Management (AH00), and Information Technology (AJ00). Three of these five widely utilized categories, Administration Services, Human Resources, and Administrative/Program Management, are reported to have experienced little or no significant shortages during FY 01-02. Two responding agencies cited moderate shortages in the Fiscal Services (AD00) category. The Information Technology (AJ00) category shortage reporting percentage reflects a 5% decline in the number of agencies reporting critical shortages from FY 00-01.

<b>Code Category</b>	<b>Percent of Responding Agencies Using Category</b>	<b>Percent of Responding and Using Agencies Experiencing at Least Significant Shortages</b>
Administrative Service (AA00)	100	5
Administrative/Program Management (AH00)	97	2
Human Resources (AG00)	92	2
Fiscal Services (AD00)	100	10
Information Technology (AJ00)	89	20

### **Status of High Use Classification Code Categories**

Agencies were asked for information regarding their usage of, and experienced critical shortages for each of the classification categories used by South Carolina state government. These responses allowed for the determination of the classifications which are used by the largest number of agencies, and the responding most widely reported critical shortages. One hundred percent of responding agencies cited use of the Fiscal Services (AD00) category, with 10% of respondents citing at least significant shortages of employees for FY 01-02. Eighty-nine percent of responding agencies cited use of the Information Technology (AJ00) category. Twenty percent of responding agencies that cited use of this class category experienced significant shortages of employees in this category FY 01-02. Forty-three percent of responding agencies cited use of the Nursing Services (EA00) category. Forty-seven of responding agencies that cited use of this class category experienced significant shortages of employees in this category FY 01-02. This figure was 18% in FY 00-01, reflecting a 29% increase for this fiscal year.

### **E. If you anticipate critical shortages in any state classes within the next three years, please list each of those classes below.**

As was reported in FY 00-01, responding agencies once again listed anticipated shortages in the Information Technology (IT) field as the number one concern overall. Thirteen responding agencies reported anticipated information technology shortages. Nurses were the second most anticipated shortage, with eight agencies responding.

In the FY 98-99 survey, Engineering Services and Human Services were listed as expected critical shortage areas. They were not listed as such in the FY 99-00 survey, but reappeared as a concern in FY 00-01 and are once again reflected in the FY 01-02 data. In addition, Trades Services, Building, Grounds and Laundry Services, Communication Services, and Social Work were projected to be critical shortage areas during the three years following the FY 99-00 survey. None of these categories were cited by a significant number of reporting agencies in the FY 00-01 or the FY 01-02 survey.

**F. If you anticipate that some state classes will no longer be needed in your agency within the next three years, please list each of those classes below (please use the same occupational code category).**

There were seven responses to this question for FY 01-02 as compared to nine in FY 00-01. Two of the occupational codes fall within the administrative services category and three within the education services category. Responses from all four year's surveys pertain to classes in the administrative services category.

**G. If you anticipate that entirely new state classes will be required in your agency within the next three years please list them below and explain the competencies required by the new class that will differentiate them from existing classes.**

Eleven responses to this question were received. The need for a specialized Nurse classification with a Bachelor of Science degree requirement has been a consistent need for each of the four years of the survey, as has a classification for paralegals. Newly added this year are categories for Licensed Pilots and Audit and Asset Managers. A web developer classification was suggested by several agencies in response to the FY 98-99 and FY 99-01 surveys; this suggestion did not appear in the FY 00-01 survey, but has reappeared in this year's survey. This suggestion will be reviewed for implementation.

**H. From a recruitment perspective, what are the five most difficult positions to fill in your agency? Please list each of those classes below (please use the same occupational code categories used in questions 29-76 above) and the specific job title. Please give a reason why each of these positions is hard to fill.**

For the fourth successive year, Information Technology positions were designated as the most difficult to fill (18% of FY 01-02 responses). Non-competitive compensation was mentioned by 61% of respondents citing IT positions as hard to fill; 44% of agencies responding to this question provide non-competitive salaries as the only reason IT positions are hard to fill.

Positions in Nursing Services, Fiscal Services, and Engineering Services were also reported as particularly hard to fill for the last three fiscal years. While required skills and educational or professional qualifications vary over all the difficult to fill positions (e.g., applicants for clerical positions must be able to type and spell, accountant applicants must have the required number of undergraduate hours to sit for the CPA exam, social work applicants must be licensed), agencies report a lack of qualified candidates and compensation related issues as the main reasons these positions are hard to fill. The same reasons were reported in the survey responses from the past three years. The nurses and engineer responses also reported the issues of a limited applicant pool due to small graduating classes from higher education institutions.

**I. Please indicate to what extent your agency is using the following compensation-related techniques to help to recruit and retain employees in hard-to-fill positions.**

Technique	Percent of Responding Agencies Using at Least Somewhat Frequently		
	FY 01-02	FY 00-01	FY 99-00
Differential hiring rates for hard-to-fill positions	28	41	37
Hiring up the mid-point in the salary range.	36	49	37
Pay increases for additional skills developed	28	42	40
Retention increases	10	20	16
Performance increases	33	58	63

This data does not necessarily indicate a retreat from progressive compensation-related activities. A possible reason for the decline in the usage of these compensated-related flexibilities is the declining amount of general fund dollars available to agencies. Many agencies have severely curtailed hiring and employee increase awards in favor or retaining existing staff at current levels. This data will need to be compared with data from favorable budget years to get an accurate picture of the willingness of agencies to use these flexibilities.

**J. To what extent does your agency use the following succession planning practices?**

Agency Planning Practice	Percent of Responding Agencies Using at Least Somewhat Frequently		
	FY 01-02	FY 00-01	FY 99-00
Provide occupation-related training programs	49	52	40
Cross-training programs	26	26	25
Identification of potential leaders from among current employees	38	43	38
Internal promotions for critical positions	59	65	62
Mentoring programs	10	13	4
Job rotation opportunities	7	2	2
Formal leadership development programs	33	30	21

Agencies responding to previous surveys listed continuing education programs, cross-training programs, internal promotions, identification of potential leaders, and mentoring programs as the most frequently used succession planning practices. Responses to this year's survey included tuition assistance programs, temporary reassignments with pay, and additional qualifications pay increases.





**K. To what extent does your agency use the following retention practices?**

The four retention practices used by a significant number of the responding agencies are shown in the table below.

Agency Retention Practice	Percent of Responding Agencies Using at Least Somewhat Frequently		
	FY 01-02	FY 00-01	FY 99-00
Flexible work schedules	69	70	57
Training and development programs	56	67	58
Performance pay increases	33	51	62
An employee recognition program	54	48	40

The majority of retention practices are used infrequently by most of the responding agencies as the table below illustrates.

Agency Retention Practice	Percent of Responding Agencies Using Somewhat Infrequently or Not at All		
	FY 01-02	FY 00-01	FY 99-00
Telecommuting	82	87	83
Career-pathing	59	66	62
Performance related bonuses	79	61	52
Tuition assistance program	46	60	42
Retention increases	51	49	62
Cross-training with other positions	36	40	40

Agencies report that retention activities are severely limited by budget constraints. Specific agency initiatives reported included cross-functional team assignments, casual dress days, and non-financial based reward and recognition systems.

**L. If your agency were to do the following, how significant do you believe the impact would be on retention of employees?**

As was reported in the FY 00-01 survey (89%), once again this year almost all responding agencies (87%) agreed that improving the level of compensation to employees would have a significant impact on retention. This level of agreement echoes the responses from the FY 1998-1999 and FY 99-00 surveys.

Impact of Suggested Agency Retention Practice	Percent of Responding Agencies Saying Practice Would Be at Least Somewhat Significant		
	FY 01-02	FY 00-01	FY 99-00
Improve the level of compensation to employees	87	91	94
Create career paths for more employees	59	84	78
Provide additional training and development opportunities	62	76	78
Create or expand a continuing education program	49	67	62
Create or expand tuition assistance	46	59	52
Offer more flexible work schedules	56	54	73
Offer telecommuting	38	26	40

Additional suggestions for retention impact included funding of performance increases and additional provisions for bonuses for employees.

**M. Please indicate the extent to which your agency uses the following practices to ensure that the importance and value of a diverse workforce are incorporated in selection decisions.**

Practice	Percent of Agencies Using Frequently		
	FY 01-02	FY 00-01	FY 99-00
Targeting specific groups when recruiting to ensure a diverse applicant pool.	72	69	78
Creating diverse selection committees.	69	52	56
Applying top-level commitment to diversity in the hiring process.	87	88	88

**N. Please indicate the degree to which your agency is involved in the following workforce planning processes.**

Workforce Planning Process	% Actively or Extensively Involved		Not Involved at All			
	FY 01-02	FY 00-01	FY 99- 00	FY 01- 02	FY 00- 01	FY 99- 00
Targeted recruitment efforts for certain positions within in the agency.	38	60	64	10	11	16
Use of strategic partnerships with universities, colleges, technical schools or professional associations to identify potential employees.	41	60	52	15	9	22

**O. Please indicate the frequency with which your agency uses the following workforce planning processes.**

Workforce Planning Process	Percent of Agencies Using at Least Somewhat Frequently			Percent of Agencies Using Not at All					
	Fiscal Year	01-02	00-01	99-00	01-02	00-01		99-00	
Analysis of the hiring process within the agency to ensure effectiveness and efficiency.	44	76	76	0	2	10			
Analysis of data related to the age, gender or diversity of the agency’s current workforce.	46	41	63	10	18	16			
Analysis of data related to the competitiveness of agency compensation strategies.	44	57	65	3	11	14			
Analysis of employee recruitment and retention patterns related to geographic location of positions.	36	23	22	18	23	45			
Analysis of data from exit interviews from frmner employees to determine patterns among those who separate from your agency.	41	65	65	5	6	14			
Conduct employee satisfaction or agency policy surveys to solicit input on the work environment.	49			26	24	8	20	71	
Creation of human resource development plans for agency employees.	49			33	37	8	22	20	
Creation of management development programs.	54			43	47	8	15	14	
Implementation of leadership development	51			46	56	8	11	8	

programs for selected employees.						
Creation of formal cross-training programs for employees to enhance workforce flexibility.	44	17	22	15	19	20
Development of succession planning process for employees in critical positions.	54	15	25	10	26	33
Conducting workload analysis for job groups.	41	22	29	13	24	27
Conducting analysis of job requirements for the purpose of assessing changes in needed skills, education or training.	59	41	39	10	13	22
Conducting assessments related to the impact of changes in technology and their impact on jobs.	41	38	41	10	19	20
Career path development to identify career progression opportunities for employees.	38	22	24	15	17	22
Career planning activities to assist employees in identifying their career interests and potential growth possibilities.	26	4	8	23	35	31
Inclusion of a Human Resources section in your agency strategic plan.	28	62	61	8	11	24
Identification of a regular schedule of workforce planning activities for your agency.	31	24	25	23	33	31

**P. To what extent has your agency used the following optional programs?**

<b>Program</b>	<b>Percentage of Agencies Reporting No Usage At all</b>	<b>Percentage of Agencies Reporting Usage of At Least Somewhat Frequently</b>	<b>Percentage of Agencies Reporting “Not Applicable”</b>
Furlough	44	21	7
Retirement Incentives	36	18	7
Voluntary Separation Incentives	49	15	13

FY 01-02 is the first year that this question has been included in the survey. This data will be compared to future years for trending purposes. The reported survey data does not correspond to data collected via other reporting mechanisms. These discrepancies will be investigated and the errors, if any, will be rectified.

## **PROGRESS TOWARDS COMPLETION OF PREVIOUS RECOMMENDATIONS**

## **Progress Towards Completion of Previous Recommendations**

Each year the Workforce Plan makes a set of recommendations for initiatives that should be undertaken at both the statewide and the agency level. The statewide initiatives are primarily activities conducted at the Budget and Control Board's Office of Human Resources, and are easily monitored. The activities recommended for agency-based initiatives are tracked through the quarterly meetings of the Workforce Planning Agency Champions meeting.

Many of the recommendations, both statewide and agency-specific are suggestions of initiatives and activities that should be continuous, ongoing efforts. These recommendations will have progress reports in each year's report. One-time recommendations from previous years that have been implemented and made operational will not be reported each year unless a major objective related to a recommendation has been achieved.

A review of fiscal year 2001-2002 recommendations for statewide initiatives reveals that many of them have been implemented or are in various stages of implementation. The following is a list of recommendations and actions or activities underway to implement them.

- 1. Develop alliances with higher education, technical colleges, and high schools to develop internship potential and to better promote the positive image of state government employment and public service. Special emphasis should be given to "hard-to-fill" disciplines, directing students towards career opportunities that present excellent hiring possibilities.**

A number of major efforts have been undertaken in this regard. The Office of Human Resources has responded to the need to attract applicants for these "hard-to-fill" disciplines with a number of initiatives, including conducting meetings with education representatives to brainstorm ideas designed to increase the number of students in these specific curriculums, meeting with concerned agency coalitions, and attending industry-specific job fairs. With agencies hiring fewer people overall, a major emphasis has been to keep a presence within the recruiting arena to ensure that when the state's financial picture allows for broader hiring activities, that the State is still seen by applicants as a viable employer.

- 2. Continue to organize and coordinate state government career fairs.**

With the dearth of available state jobs available due to budget reductions and the overall downsizing of state government, it has not been appropriate to conduct large-scale state government career fairs. We have, however, continued to participate in specific external career fairs, directed at both the public and private sector, and continue to encourage the agencies to participate as appropriate.



3. **Provide assistance in hiring/interview teams for positions as specified by agencies as needed.**

The Office of Human Resources continues to offer this assistance to agencies, primarily for human resources and executive level positions. Our efforts have been directed primarily at higher level positions, with specific examples of work with the Election Commission and the Department of Juvenile Justice. During FY 02-03 we plan to assist South Carolina State University with the recruitment and hiring process for their new president.

4. **Develop and provide an orientation session for Human Resources Managers to provide education on the workings of the state systems and procedures.**

It was determined that this effort is one that would be best facilitated by the Human Resources Advisory Committee. The Advisory Committee has been asked to consider this effort as one of its products, with the assistance of the Office of Human Resources.

5. **Provide workforce planning training and development opportunities for the agency human resources community.**

Workforce planning as a concept and practice has been incorporated into the curriculum for our professional development offerings, and has been incorporated into the monthly schedule of the Human Resources Advisory Committee meetings. The first meeting of each quarter is dedicated to workforce planning issues.

6. **Expand the use of the OHR Internet web site as a communication mechanism for agencies and the public. Implement the “frequently asked questions” (FAQ) area, spotlight best practices, etc.**

OHR’s Internet website has become a central component of our communication efforts with our customers. The site has undergone constant updating from the highlighting of our latest efforts, to a formal ‘frequently asked questions’ component that is updated on regular basis. With the addition of the hazardous weather communication component, designed to facilitate the sharing of information for employees and agencies regarding potential delays and closings of state facilities during inclement weather, the site has become the second most-used website of any of the individual Budget and Control Board Office sites.

7. **Conduct a review of regulations and policies that inhibit flexibility in work arrangements with a goal towards allowing state agencies maximum flexibility in establishing work arrangements.**

This is a continuing effort by OHR. Our regulation revision of 2001 has been followed by a continuous review of other guidelines and rules that we promulgate, with the goal of allowing the maximum flexibility for agencies and state government. We continue to promote the use of these flexibilities in our

consultation efforts with agencies, and present best practices examples during our quarterly Workforce Planning Champions meetings.

- 8. Encourage use of employee training and development plans that are linked to the agency's strategic plan and mission. Promote the Certified Public Manager (CPM) program, the Associate Public Manager (APM) program, the Public Professional Development (PPD), program, and the other developed curricula as viable vehicles for employee development and career progression.**

Our CPM, APM, and PPD programs continue to be in-demand programs. The concept of employee training and development plans linked to agency mission has been a constant theme in our workforce planning sessions with state government leaders and agency representatives.

- 9. Encourage and promote the use and development of agency-specific reward and recognition systems.**

In these times of reduced budget and employment downsizing, OHR has been consistent in its message to agencies regarding the positive implications of reward and recognition systems. OHR has been a model for the concept, with a vigorous program of its own, and the overall Budget and Control Board is in the process of implementing a Board-wide process for employee recognition.

- 10. Provide agencies with "model" tools for employee satisfaction surveys, environmental scans, exit interviews, and applicant tracking.**

The "Workforce Planning Agency Data Resources Toolkit" remains a tool for agencies to use when developing internal tools. In addition, the Workforce Planning Champions group has become a means by which agencies have shared successful ventures, and allowed other agencies to emulate them.

- 11. Promote the sharing of workforce resources between agencies, ensuring the statewide policies and regulations are not a hindrance to appropriate innovations.**

The Human Resources Advisory Committee and the Workforce Planning Champions group have been established as primary facilitators of this recommendation. Agencies are encouraged to share experiences, successful and unsuccessful with this peer group, and OHR, as a facilitator of the process, can respond to specific issues raised, as appropriate.

- 12. Continue to promote use of the Alternative Dispute Resolution process to effect early resolution of workplace disputes.**

OHR continues to promote ADR, sponsoring training in the concepts for agency human resources personnel and OHR staff, and training our own internal consultants to be mediators and arbitrators.

- 13. Continue to promote the use of automated systems to capture training and development activities and costs for state employees; promote the use of the HRIS Training Module.**

This continues to be on-going effort between OHR and individual agencies as appropriate. OHR has built upon the approach reported in last year's Workforce Plan of using standard personal computer software to develop individualized, self-paced training that can be used via the Internet. We have demonstrated actual implementations of this approach to a number of agencies, and continue to look for additional applications for potential implementation.

- 14. Conduct the Annual Workforce Planning Survey, reporting feedback to the agencies and serving as the central repository for workforce planning information. Continue to update the Toolkit with appropriate tools and components.**

OHR will continue to improve the Survey. With four years data now available, we will begin to define better our baselines and trend data, with the hope that the information provided can be utilized by agency and government leaders as workforce issues are deliberated.

## **RECOMMENDATIONS**

## **Recommendations**

The following recommendations are presented for state government and agencies to consider. As many workforce planning-related initiatives are currently underway in state agencies, these recommendations are in no way intended to impede the progress of those efforts. This process is an evolving one in South Carolina state government and government entities in general.

Each year we will ask agencies to report on current or projected workforce planning efforts that have been undertaken. We will be the central repository and clearinghouse for this information and will ensure that all agencies have access to the initiatives of other agencies. The following list was generated from the Annual Workforce Planning Surveys and is separated into those that are best implemented at the agency level and those that would benefit from a central state government approach.

This is a strategic effort. While all of these recommendations will not be implemented immediately, we encourage agencies to establish timeframes for implementation, incorporate workforce planning goals within the strategic goals of the agency, and proceed appropriately to address the critical workforce issues that confront South Carolina state government.

### **Agency Recommendations**

The following recommendations pertain to activities that would benefit individual agencies in their effort to perform effective workforce planning. These recommendations are the result of best practice research or procedures that have been reported as effective by agencies using them. There is no prescribed one place to “begin” a workforce planning effort. The key is to have a coordinated approach towards the effort and to ensure that it is aligned with the strategic goals of the agency.

As a result of the formation and subsequent meetings of the Workforce Planning Champions group, a set of recommendations was developed to provide benchmarks by which agencies could measure workforce planning progress. These measures are included in the recommendations below. A majority of these recommendations are continuing recommendations, and will be presented in each report.

Specific recommendations:

- ? Develop with key agency leaders an agency-level workforce plan to support the agency's strategic plan, to include diversity, succession, retention, and any other critical workforce planning needs of the agency.
- ? Identify specific goals for measurement and data collecting activities. Conduct benchmarking and research projects to provide measurements and external data for agency specific issues to supplement internally gathered information.

- ? Use automated systems to maintain current data and project future workforce needs. Data maintained should include recruiting, pay practices, turnover, and the demographics involved in each. Ensure that required and any desired optional data are timely entered into the statewide HRIS maintained by OHR.
- ? Develop strategies to deal with agency-specific “hard-to-fill” employment categories based on analyses of workforce data
- ? Identify agency-specific critical positions and develop succession plans to address potential turnover. Develop a “succession pool” of potential replacements for critical positions and consider the implementation of structured “knowledge transfer” initiatives where retention is particularly critical.
- ? If the agency has not yet done so, consider the appointment of an employee of the agency as a workforce planning “champion” for the agency, initiating and focusing workforce planning efforts for the agency. The Workforce Planning Champions group has been established and has resulted in a great deal of information and best practices sharing. All agencies will benefit by participation in this group.
- ? Contact the Office of Human Resources to schedule a Workforce Planning training session, offered for free, and designed for upper management personnel. This session, along with other activities, will help to further the concepts of workforce planning within individual agencies.
- ? Offer informational sessions regarding career information and potential paths for agency employees.
- ? Establish clearly defined career paths for individuals within agencies, where appropriate, allowing employees to accurately project potential growth within the state government system.
- ? Conduct periodic employee surveys and establish systems to respond to concerns raised. Respond to issues raised on Annual Workforce Planning Survey.
- ? Develop individual training and development plans for each employee of the agency. Ensure coordination between the individual plans and the strategic plan and mission for the agency. Consider the Certified Public Manager (CPM) program, the Associate Public Manager (APM) program, Public Professional Development (PPD) program, and other appropriate training opportunities offered by the Budget and Control Board as vehicles for employee development and career progression.
- ? Where feasible, establish employee/team reward and recognition programs that recognize numerous types and levels of employee accomplishments of value to the agency.
- ? Implement and promote flexible work policies and programs.

- ? Broaden recruitment activities to ensure inclusion of minority institutions and publications. Consider diversified team approaches to applicant pool development.
- ? Implement or expand the use of Alternative Dispute Resolution practices to minimize potential employee grievance situations.
- ? Develop and implement a meaningful exit interview process to provide data for recruitment and retention issues. Develop mechanisms to deal with issues raised.
- ? Allocate a significant percentage of the personal services budget to training and development. A 1% goal is a minimum amount from which to begin. Best practice research conducted by OHR staff indicates that progressive organizations set targets ranging from 3%-10%.
- ? Consider the use of intra-agency approaches to recruiting and retention, such as team interviewing techniques for employee selection and employee referral programs.
- ? Consider partnerships with educational institutions to pursue internship opportunities to increase the exposure of the agency and state government to another set of job seekers.
- ? Participate in the State Government Career Fair and other available career fairs.
- ? Seek internal and external customer feedback to identify workforce planning, training, and development, and other workforce needs.
- ? Identify best performers and seek input and referrals from them for vacancies that occur with the agency.
- ? Review compensation practices within the agency to clarify if internal practices are precluding the flexibility provided by broader based classifications and compensation regulations.
- ? Develop an implementation plan that includes a description of the strategies selected for implementation as a result of the workforce data analysis, and a timeline for implementation.
- ? Develop a communications plan that addresses the needs identified by the workforce data analysis, the strategies selected in response, and the methods to use to communicate the appropriate information to all levels of the organization.

## **Statewide Recommendations**

Statewide recommendations presented here require the coordination of a centralized approach. The Office of Human Resources approaches each of these situations with the goal of enhancing state government's stature as an employer, both for recruiting applicants and retaining those components of our employment system that are critical to its success. Many of these recommendations are presently underway; others will require continued attention to ensure that efforts are sustained. OHR will pursue these and other recommendations that may arise with a spirit of cooperation with the agencies and our leaders.

Specific recommendations to consider:

- ? Develop and offer an orientation product for new Agency Directors and Deputy Directors that includes a short workforce planning overview.
- ? Continue to offer the Workforce Planning training session for agency managers at no cost to the agency.
- ? Develop and provide a continuing education workshop for agency trainers on human resource development plan development in the context of workforce planning.
- ? Develop and provide continuing education sessions for the human resources community addressing the topics of Career Concepts/Information and Generational Differences.
- ? Develop alliances with higher education, technical colleges, and high schools to develop internship potential and to better promote the positive image of state government employment and public service. Special emphasis should be given to "hard-to-fill" disciplines, directing students towards career opportunities that present excellent hiring possibilities
- ? Continue to organize and coordinate state government career fairs. Act as the conduit for information regarding external career fairs, and encourage agency participation.
- ? Continue to provide executive search services and provide assistance in hiring/interview teams for positions as specified by agencies as needed.
- ? Working with the Human Resources Advisory Committee, facilitate the development of an orientation session for Human Resources Managers to provide education on the workings of the state systems and procedures.



- ? Continue to provide workforce planning training and development opportunities for the agency human resources community and other government leaders. Research best practices from other governmental entities and determine applicability for South Carolina state government.
- ? Continue the enhancement and use of the OHR website as a communication tool for human resources. Continue to add to the “FAQ” portion of the site as opportunities present, and consider a “best practices” portion to showcase agency initiatives.
- ? Continue to review OHR guidelines, rules, regulations, and policies that inhibit flexibility in work arrangements with a goal towards allowing state agencies maximum flexibility in establishing work arrangements.
- ? Continue to encourage use of employee training and development plans that are linked to the agency’s strategic plan and mission. Promote the Certified Public Manager (CPM) program, the Associate Public Manager (APM) program, the Public Professional Development (PPD), program, and the other developed curricula as viable vehicles for employee development and career progression.
- ? Continue to encourage and promote the use and development of agency-specific reward and recognition systems.
- ? Actively promote participation in the Human Resources Advisory meetings, Human Resources Forums, IPMA, the Workforce Champions Group and other peer groups to promote the sharing of workforce planning resources between agencies.
- ? Continue to promote use of the Alternative Dispute Resolution process to effect early resolution of workplace disputes.
- ? Continue to promote the use of automated systems to capture training and development activities and costs for state employees; promote the use of the HRIS Training Module.
- ? Continue to emphasize to agency leaders the importance of supervisory/management training and development.
- ? Continue to incorporate the “best practices” of workforce planning in the appropriate OHR offered curriculums.
- ? Conduct the Annual Workforce Planning Survey, reporting feedback to the agencies and serving as the central repository for workforce planning information. Continue to update the Toolkit with appropriate tools and components.

## **SUMMARY**

## **Summary**

### **Overview**

Fiscal year 2001-2002 was a year of downsizing for South Carolina state government. Where previous years' reduction in the number of employees were accompanied by footnotes of agency restructuring, this years reductions were due to overall budget reductions and agency downsizing. As this trend shows no signs of reversing over the next number of fiscal years, we should expect that workforce planning will continue to be a primary concern for state government leaders and human resources professionals.

The numbers that we track continue to present a dire situation. The number of state employees eligible for retirement within the next five years, coupled with the number of state employees already enrolled in the Teacher and Employee Retention Incentive (TERI) program constitutes over a third of the present workforce. Whether those eligible to retire actually do does not negate the need to recognize that the possibility exists. Workforce planning for replacing the efforts of TERI participants is somewhat easier; at least there is an established ending date for participation in that program. However, national statistics reveal that, even though one may participate in the program for five years, average tenure of employees participating in such programs is eighteen months to three years.

This year's data presents a picture of conflicting views. The state's overall number of employees has dropped from 67,195 on July 1, 2001, to 64,837 on July 1, 2002. Gender and race figures have dropped accordingly in the white and black state employee populations, but, surprising, the "other" race category reflects a slight increase. The majority of categories that relate to overall numbers reflect decreases, but average salary levels reflect a slight increase. The data also reflects an increase in the average age of state employees, with the ages of fifty-five through seventy-four reflecting an increase in population. As our hiring opportunities continue to decline due to lack of funding, and we continue to provide incentives for both new and experienced employees to depart through programs like TERI, retirement incentives, and voluntary separation incentives, state government runs the risk of not being prepared for the eventual fiscal recovery and the associated expected demand for government services. It has also never been more important to focus on the development and retention of those employees "left behind" to perform necessary services.

The workforce planning process as defined for South Carolina state government is a continuous process, beginning with an analysis of the current workforce, identification of future needs, development of action plans for appropriate recruitment, retention, and development activities, and lastly an evaluation of the progress of efforts. We envision this process as a never-ending cycle, with the potential for a myriad of concurrent activities underway simultaneously.

## **Assessment of the Current Workforce**

An assessment of the current state population demographics results indicates that South Carolina as a state has grown in population over the last 10 years, and reveals that population has aged. The state population is primarily white, with blacks and other minorities comprising approximately 30% of the total population. While our education statistics still rank below national averages for both overall educational attainment and college and university graduates, the figures do reflect an increase from data collected in the 1990 census. These education figures have an impact upon State government as they represent the primary pool of applicants from which State government draws for potential employees.

South Carolina state government is the largest single employer in the State and its workforce reflects the overall state population, with whites comprising the majority, and black and other minorities comprising approximately 35%. Female employees outnumber males 57% to 43%. The state government population continues to age, with the majority of workers ranging from 45-49 years of age. The fastest growing segment of the workforce is found in the 55-59 years of age category. A salary level review reveals that 62% of state government employees earn salaries between \$15,000 and \$35,000 per year. Over 67% of state government employees have attended college, with over 49% possessing college degrees. Over 19% have post-graduate degrees.

The public sector is affected by the same supply and demand dynamics as the private sector: an aging workforce, a decline in the number of people entering the workforce, increasingly complex jobs, and increasingly competitive salaries. All of these factors combine to create a seemingly shrinking pool of qualified applicants for state government. The surveys used to identify workforce planning issues for state government reveal that state agencies are currently dealing with all of these issues. State agencies continue to report a number of initiatives in place to address the scarcity of interested applicants, with activities such as career fairs, targeted recruiting, and more extensive salary negotiations topping the list. Agencies are reviewing the projected workforce needs of their strategic plans, creating better defined career paths for existing employees, and providing developmental activities to equip current employees to meet the projected needs. Agencies are also pursuing retention-related activities, striving to hold on to the valuable human resource investments already made in the workforce. In short, most agencies reporting have continued to embrace the concept of workforce planning, albeit often out of necessity, and have begun to incorporate many of the workforce planning options available.

## **Identification of Future Needs**

Only after a prudent review of strategic plans can agencies discern an accurate picture of their future workforce needs. The human resources component of the Malcolm Baldrige criteria provides an excellent template from which future workforce needs can be assessed and evaluated. A core concept in the Baldrige criteria recognizes that “an organization’s success depends increasingly on the knowledge, skills, and motivation of its workforce.” South Carolina state government promotes a Baldrige-based performance

excellence approach as a means of supporting quality-based leadership and management of state government.

The myriad of services that state government is called upon to provide for the citizens of the state demand that state government continue to attract, motivate, and retain the best workforce available to accomplish its strategic goals. This can only be accomplished by a strategic projection of the required characteristics of that workforce, and developed plans for its maintenance.

### **Development Plans for Recruitment, Retention, and Development**

Research has shown that workforce planning as a process is most effectively conducted at the individual organizational level. This does not, however, negate the need for an overall governmental approach to identified issues. Inter-agency cooperation and shared agency resources can provide a much broader-based solution to many of the issues that arise when performing workforce planning activities. Central state government also has an obvious role to play. The Budget and Control Board has responded with a number of initiatives:

- ? The Certified Public Manager (CPM) Program, a nationally accredited and recognized credential, has been redesigned to reflect the changing requirements of public employment managers. This program is now an intensive 18-month curriculum designed to foster both personal and collaborative growth, as class members progress through as a cohort participating group. The first class of the redesigned program will graduate in fiscal year 2003, and recruitment for the fall 2003 class will begin in early 2003. Twenty-six individuals graduated from the CPM program during fiscal year 2001-2002, and the program currently has fifty-six participants.
- ? The APM Certification program addresses the critical knowledge and skills needed by new and experienced supervisors. Recent revisions consolidated the curriculum to three core courses for a more efficient use of time, while maintaining a focus on developing skills essential to sound supervisory practices. The program awarded 258 certificates of completion during fiscal year 2001-2002.
- ? The Public Professional Development (PPD) is a certification program developed for professional/technical staff to enhance their ability to work with teams, gain presentation skills, and manage priorities. The official start of this program is scheduled for the fall of 2002, with a projected enrollment of thirty participants.
- ? A class specifically oriented towards promoting the concepts of Workforce Planning is offered both as an open-enrollment offering and as an in-house program. This class provides an overview of workforce planning, its purpose, methods used, and resources available. Participants gain insight into their next steps toward development of an agency plan. To ensure that this class is available to all agencies in these reduced budget times, and also to show OHR's commitment to workforce planning, this class has been made available to agencies at no cost. As of June 30, 2002, 130 state employees have participated in this class. OHR expects this participation to more than double in fiscal year 2002-2003.

- ? Workforce Planning presentations have been made to agency leadership and human resources directors, training directors, and quality directors at each of their respective conferences to raise awareness of workforce planning. Private and public sector representatives have been enlisted to aid in this cause, allowing agency leaders to view practical approaches and results of actual workforce planning efforts.
- ? The Workforce Planning Champions group has been established, regular meeting schedules have been set, and the group has become a primary conduit for the promotion of workforce planning activities. This group has begun the processes of information sharing and providing feedback to the Office of Human Resources, and has been presented a set of goals and benchmarks by which each agency can measure its workforce planning progress. The goals are geared towards the major workforce planning components of strategic planning, workforce planning strategies, training and development plans, implementation plans, and communications plans, with individual milestones and checkpoints for each component.
- ? We continue to participate in career fairs presented by state colleges and universities and private sector companies to maintain a presence with those considering state service as a career option.

As a clearinghouse of information and repository of information regarding individual agency efforts, the Budget and Control Board's Office of Human Resources can respond from a central state government perspective to issues that are best approached from that level. The Budget and Control Board is committed to providing appropriate solutions to issues which require a statewide approach.

## **Conclusion**

Over the past number of years, we have been reporting diligently on the number of employees that state government has the potential to lose over the next number of years. These numbers, while significant, are only one motivator for the cause of workforce planning. As budget reductions cause some state agencies to contract, as missions are redirected towards essential services, and as state government reacts to changing requirements from its citizens, the numbers and types of employees deployed presently may have no bearing at all upon those needed in the future. For example, commonly reported figures show that by the year 2010, 76 million “baby-boomers” will begin to reach retirement age, and that the United States will have 10 million more jobs than it will have workers to fill. The response to this situation by South Carolina state government will require a review of services and mandates, and the proper deployment of employees to meet the new challenges that the future presents.

Data from the latest iteration of our annual Workforce Planning Survey, the 2000 Census, and the U. S. Department of Labor are all examples of sources for our projections. According to Bulletin 2540 of the U.S. Department of Labor, Bureau of Labor Statistics, the number of jobs within state governments is projected to increase by 12.2 percent through 2010. This growth is predicated on an increased demand for services and the shift of responsibilities from the Federal Government to the State and local government level. The Bureau also projects “slow growth in State governments for management, business, and financial workers.” South Carolina state government employment figures do not yet reflect this growth, but if the reasons for the projected growth are valid, the service delivery required can be expected to increase, regardless of the number of employees available to perform the tasks.

Workforce planning efforts in South Carolina state government have been underway for a number of years. Efforts designed to address the status of women in the workforce, specific classification studies designed to better align salaries with potential competitors, and retention studies designed to determine turnover reasons are all examples of initiatives undertaken to address workforce issues. Individual agencies have performed environmental surveys, responded proactively to potential problem situations, and have utilized workplace flexibility options to respond to workplace issues. These efforts, while important, primarily have been initiated in isolation and undertaken to address individual situations.

This report, along with the efforts of the Budget and Control Board to promote the concepts of workforce planning to the leaders of South Carolina state government, are components of a continuing effort to centralize those components of workforce planning best centralized, and decentralize those efforts best decentralized. The coordination of activities and facilitation of idea sharing between agencies is a primary role for central state government, and providing a road map for both central state government and individual agencies is a primary goal.

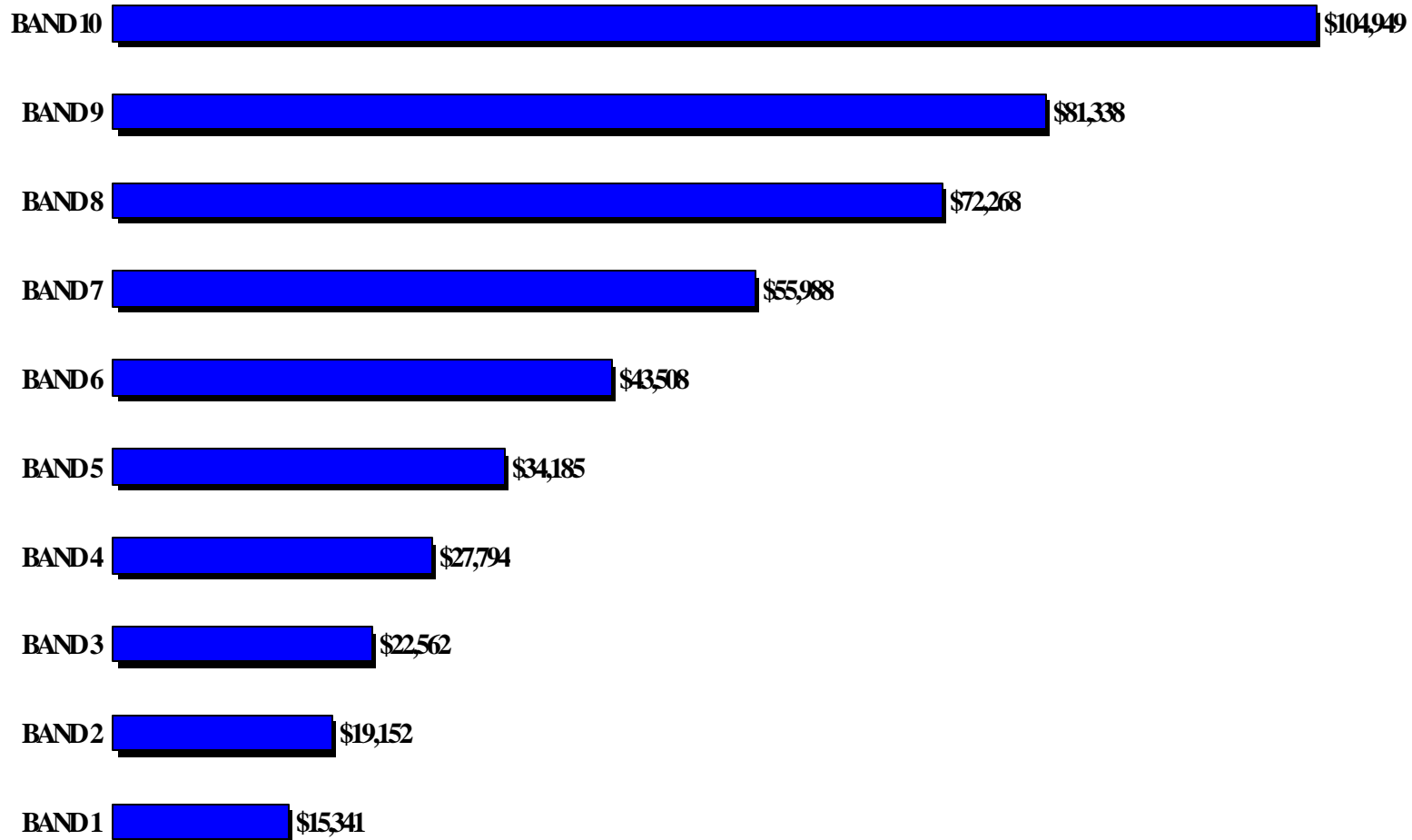
South Carolina's workforce planning process will require continuous attention and evaluation. The Budget and Control Board's Office of Human Resources will serve as a facilitator for this effort and will foster an environment in which the open sharing of workforce planning concepts and initiatives will be the norm. The continuing challenge for South Carolina state government is to build upon these efforts and incorporate the concepts and tenets of workforce planning into the daily processes of the management of state government.



## **STATE INFORMATION GRAPHS AND CHARTS**

## **CURRENT FISCAL YEAR DEMOGRAPHIC DATA**

**AVERAGE SALARY BY BAND**  
**7/1/2002**



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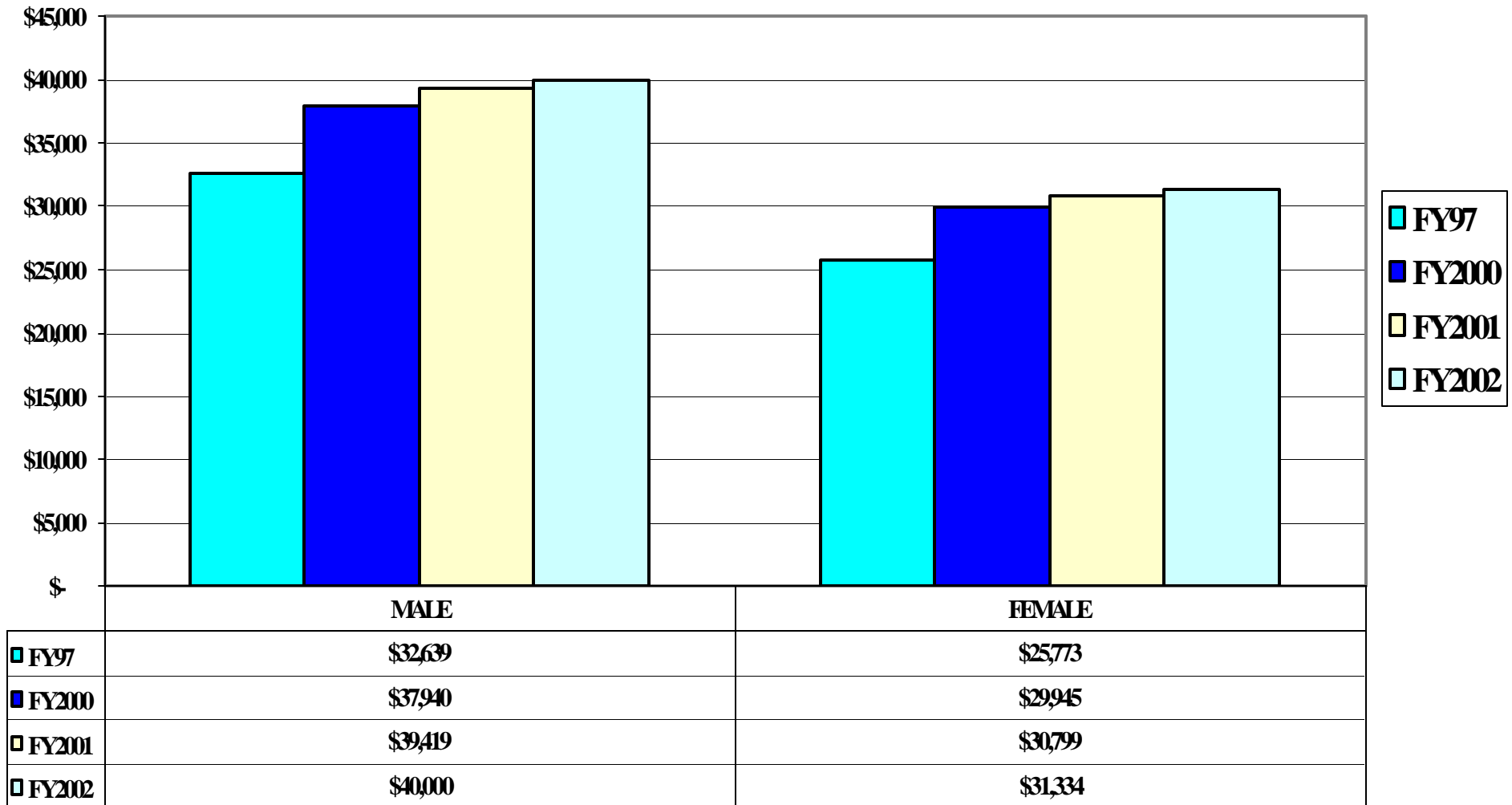
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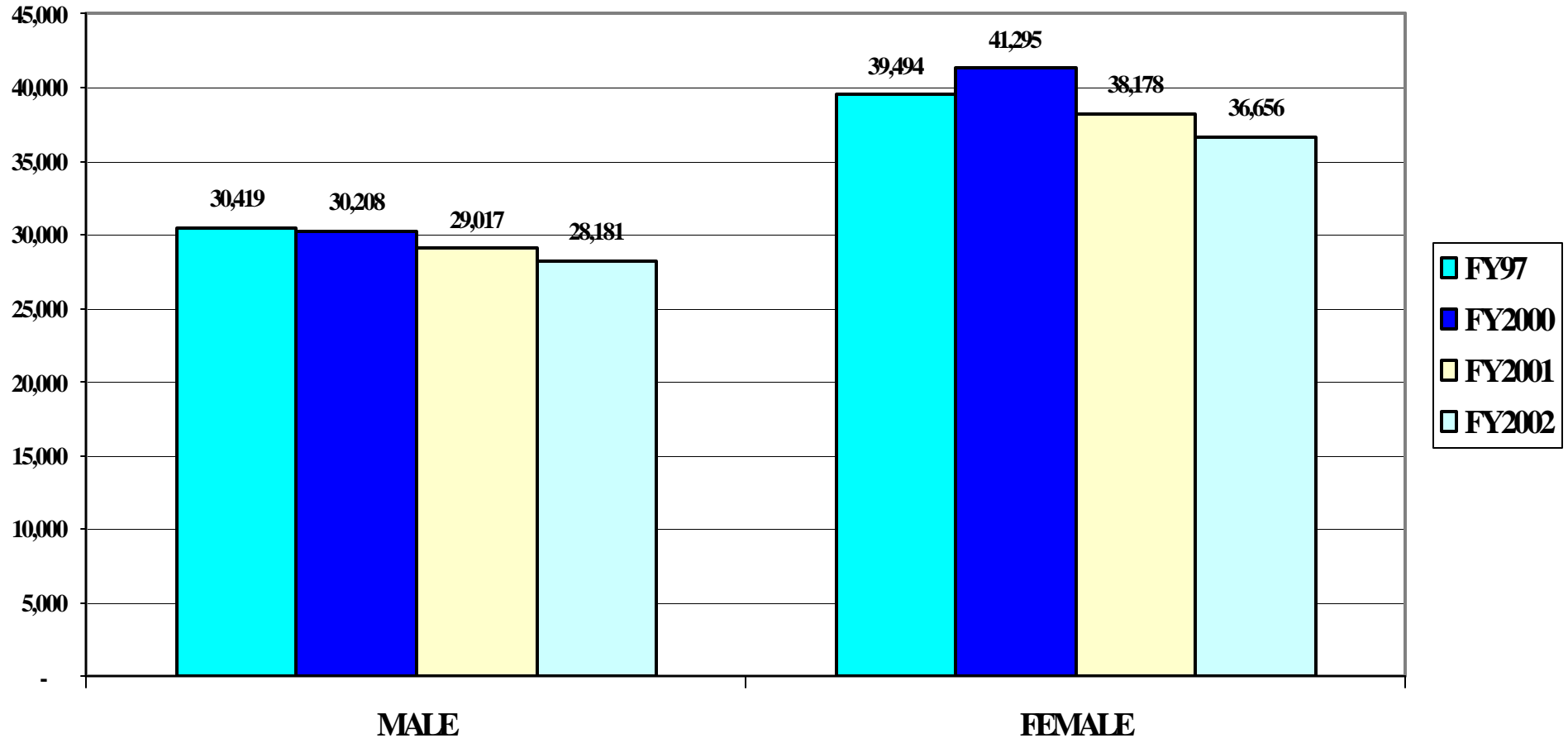
## **FIVE YEAR TREND DATA**

## Average Salary by Gender



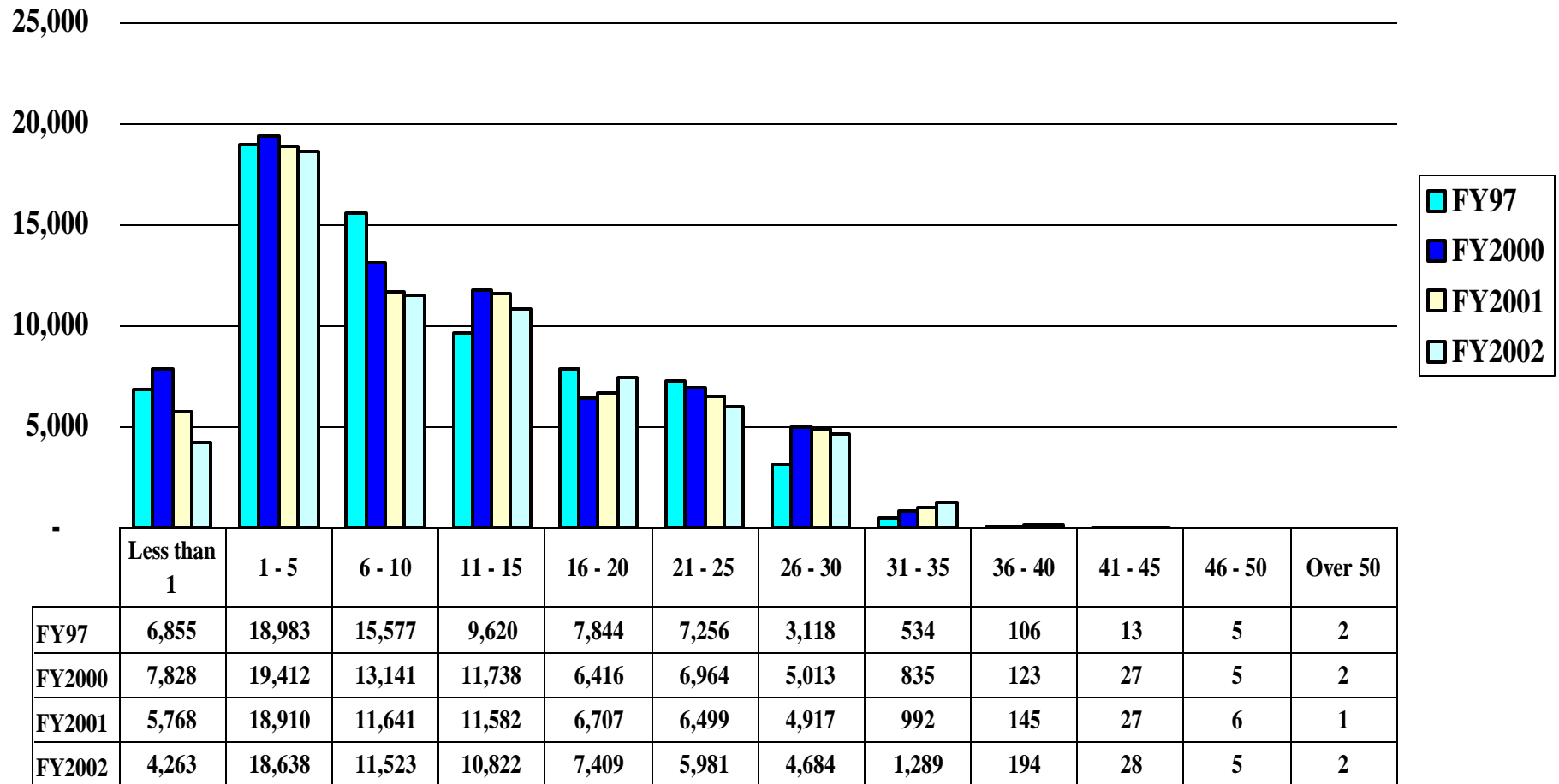
The average salary of female state employees has risen over 21.57% during the last six years, while male employee averages have risen slightly higher (22.55%) over the same time period. This trend has been a constant one through each of our workforce planning reports.

## Employees By Gender



Both the number of male and female state government employees have declined over the last six fiscal years. The growth pattern from FY 97 to FY 00 has stopped, and the female population has declined as the overall number of state employment has dropped. The overall decline in the number of state employees has affected the female population proportionately much more than the male population.

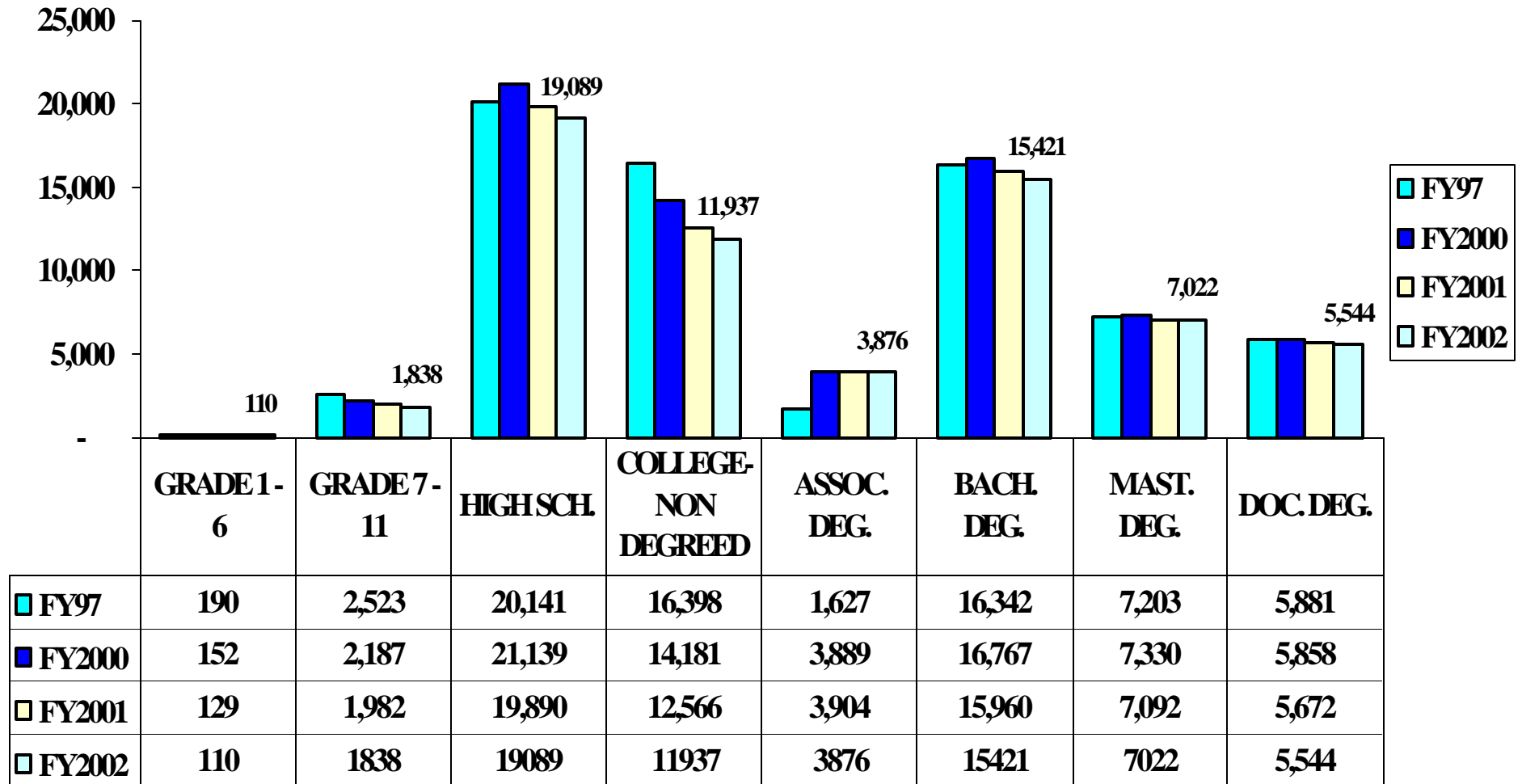
## Employees by Years of Service



A data reporting error resulted in an incorrect depiction of this information in prior years. While the majority of our employees are still in the 1–5 year period in their state careers, the rest of the data reflected does not point to any significant trends. The numbers within the 16-20 group have grown, while the 21-25 and 26–30 group numbers have declined. This chart appears to be reflective of the overall downsizing of state government employment.

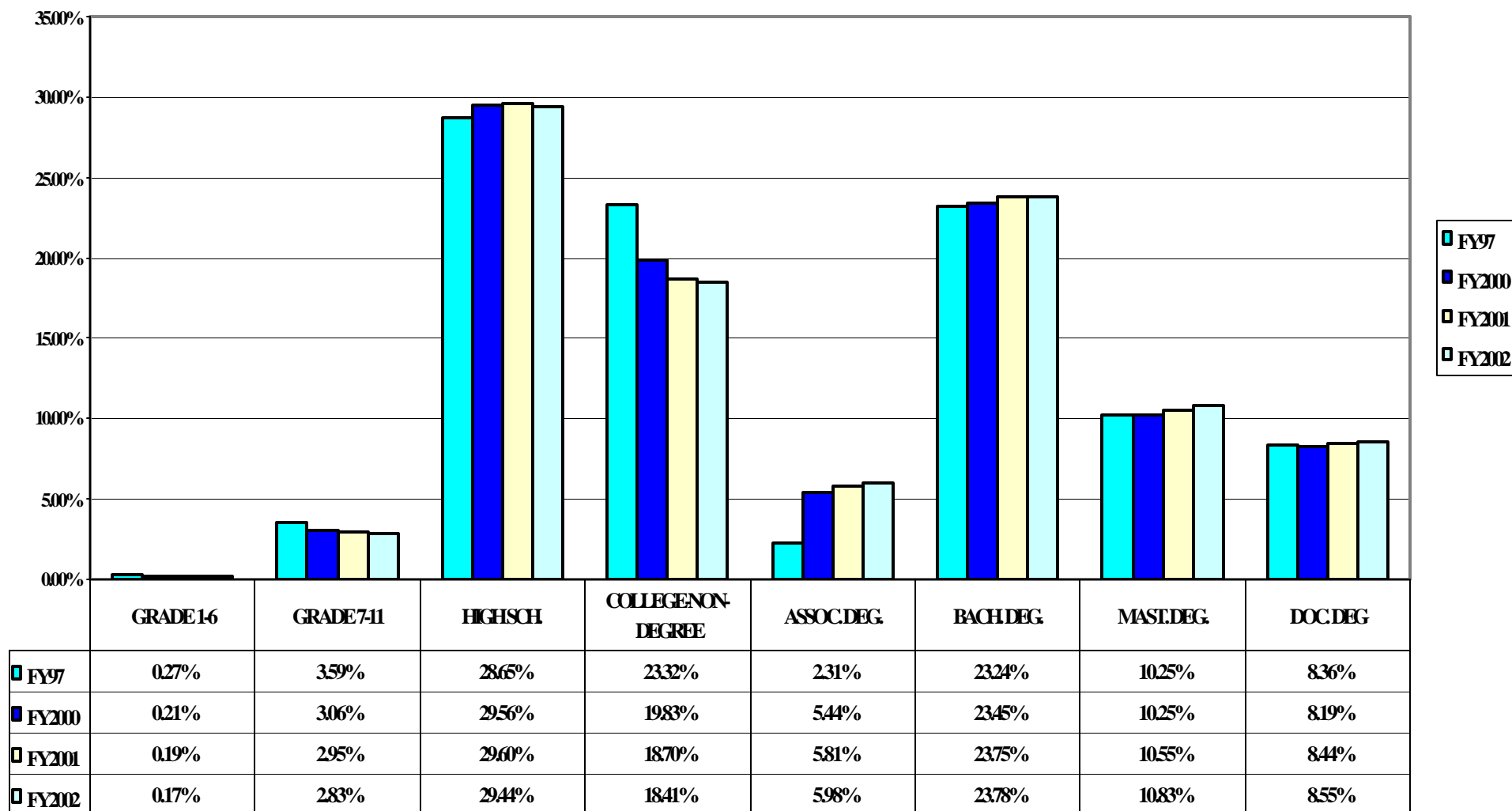


## Employees by Educational Level



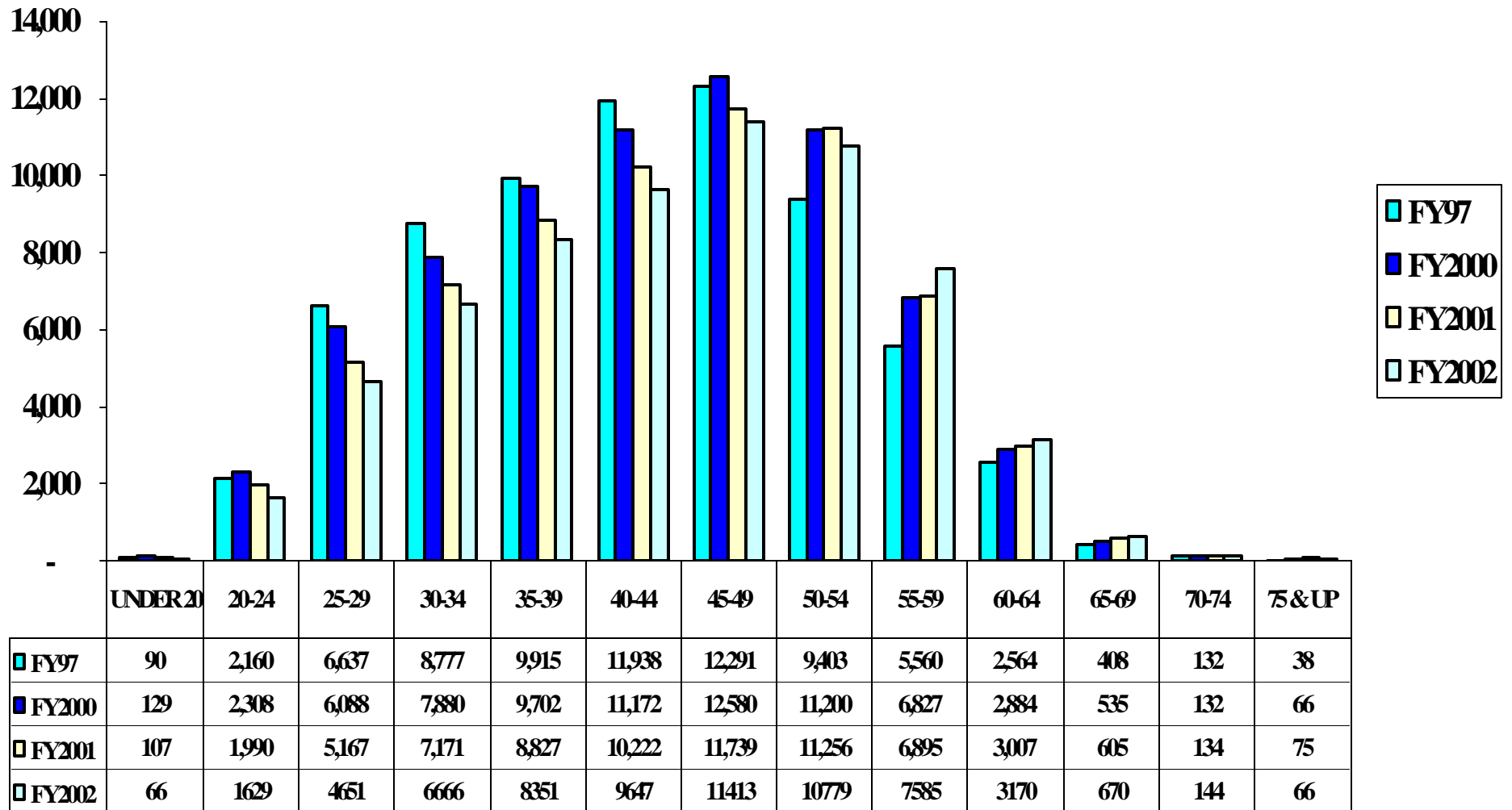
For the most part, state government has done a good job of attracting individuals with higher levels of education. All of the categories reflect decreases, again, reflective of the overall downsizing of state government employment. The overwhelming majority of state government Doctorate degree-level employees are employed in the public institutions of higher education.

## Percentage of Employees by Educational Level



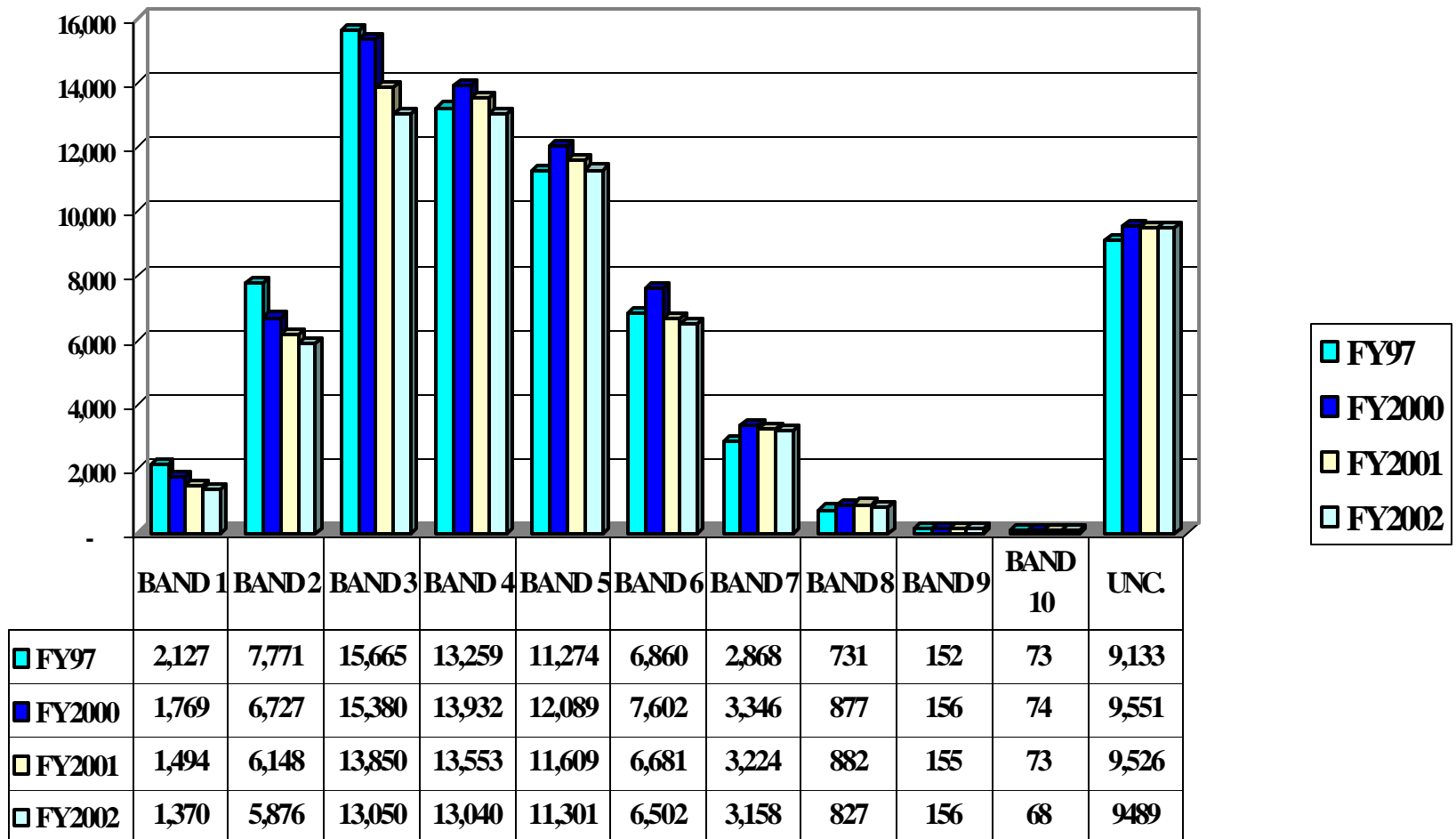
This chart shows that although the overall numbers of degreed employees has decreased, the percentage of the workforce with college level degrees has actually increased.

## Employee Age Brackets



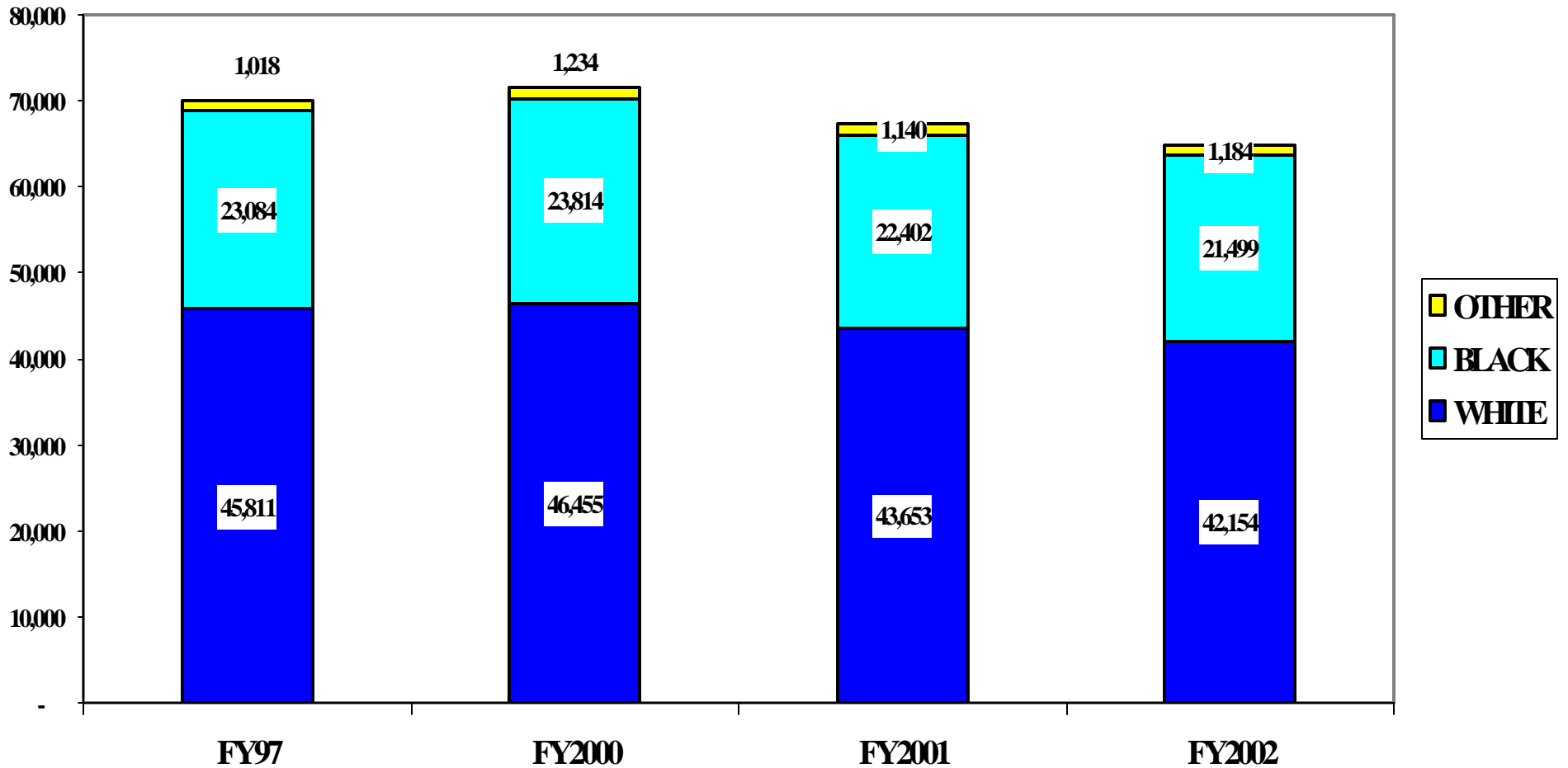
This six-year trend data reflects an aging workforce. Each bracket from 55 years of age and higher reflect higher numbers. Coincidentally, the lower age brackets show a decline in numbers during the same time period. This break point has moved one age bracket since the prior report, from the 50-54 bracket to the 55-59 bracket. Again, the overall numbers are reflective of our smaller workforce.

## Employees by Band



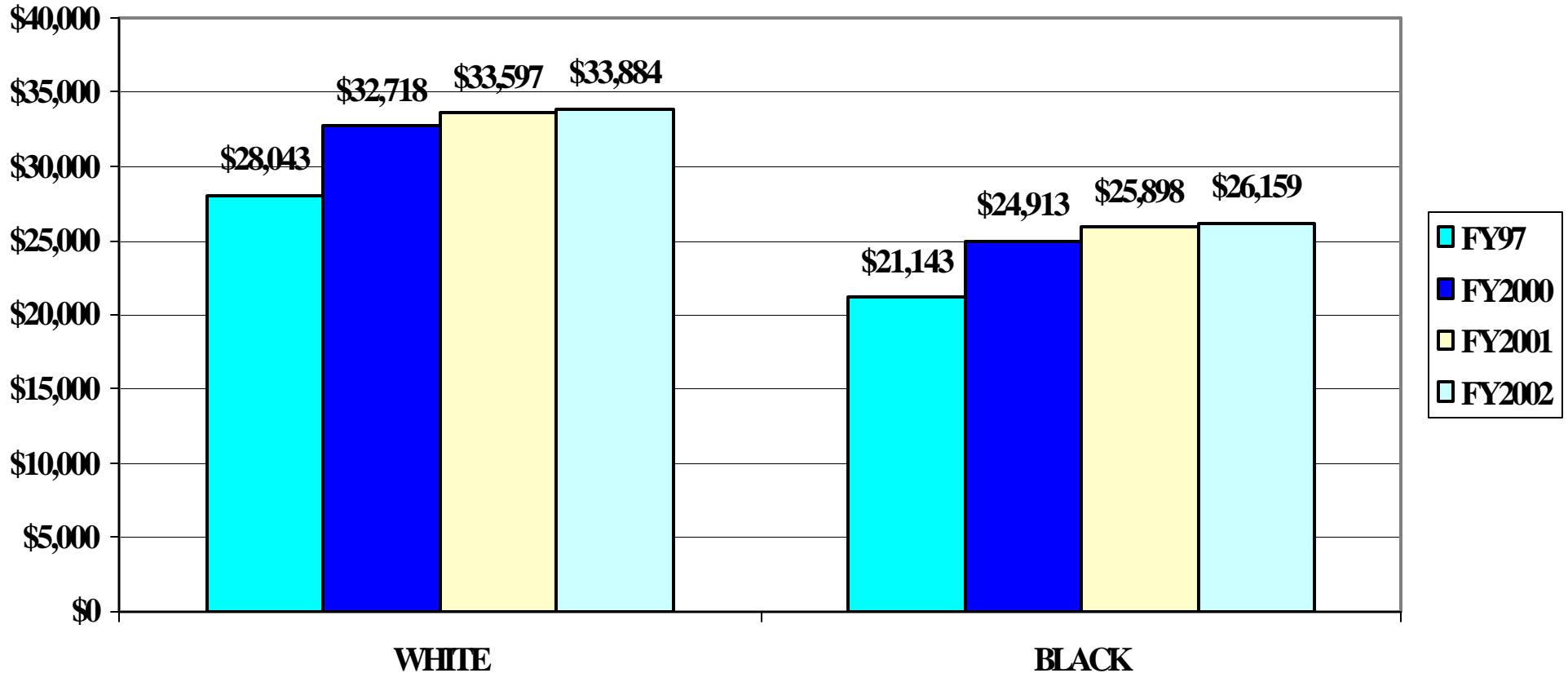
Our most populated band continues to be Band 3. There has been no significant change to this chart during the past fiscal year other than can be explained by the smaller number of state employees overall. The unclassified category includes Executive Compensation positions.

## Ethnic Distribution



The expected growth in minority representation has obviously been delayed by the overall reduction in the number of state employees. The only reported number reflecting any growth is the “other” category, and that increase is minimal.

## Salary by Race Classified Employees



While average salaries for black employees have traditionally lagged behind those of their white counterparts, the average salary for black employees has actually seen a larger percentage increase (23.72%) over the last six fiscal years than has the average salary for white employees (20.82%).

## **NEW HIRE DATA - FISCAL YEAR 2001-2002**

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## **TERMINATION DATA - FISCAL YEAR 2001-2002**

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**South Carolina Budget and Control Board**  
**Office of Human Resources**